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28 SEP 1972

**MEMORANDUM FOR: Executive Director-Comptroller**

**THROUGH : Deputy Director for Support**

**SUBJECT : Coverage of National Intelligence at  
Senior Service Colleges**

**REFERENCES : (a) Memo to ExDir-Compt fm A/DTR, subj:  
Intelligence Coverage at Senior Service  
Colleges, dtd 23 Jun 72  
(b) Memo to ExDir-Compt fm DTR, subj:  
Interim Report on Investigation of  
Intelligence Coverage at Senior Service  
Colleges, dtd 26 July 72**

1. In my interim report to you on 26 July, I summarized some thoughts and contemplated actions to determine more precisely the extent and type of coverage on national intelligence given at the Senior Defense Colleges. Since that time, instructors in OTR have been able to compile a thick sheaf of opinions of students and faculty representatives at the Colleges during the 1971-72 school year. They sent questionnaires to 16 students and two faculty representatives and received responses from a total of 13. (Five students were processing for reassignment overseas.) From the responses they compiled a chart (attached) which gave a reading that confirms our earlier conclusions: The amount and quality of the coverage related to national intelligence varies considerably among the Colleges, and bringing about any significant changes will have to be handled at the highest Agency levels.

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2. The chart shows that the least and poorest coverage is at the Industrial College of the Armed Forces (ICAF); understandably so, since its curriculum puts the emphasis on management of national resources. The most complete and best coverage is at the Armed Forces Staff College; second best, at the National War College. The Naval and Air War Colleges are only slightly better than ICAF. Topically, the greatest deficiency is in the coverage of the capabilities of the intelligence agencies and the production of national intelligence. Coverage of intelligence support to policy planning and implementation, particularly as it relates to the principal nations and world regions, is best, and that of control of the national intelligence structure is almost as good.

3. The responses indicate no evidence of any significant change in this situation during the 1972-73 school year other than the addition of one seminar on intelligence at ICAF. There will be a significant reduction in intelligence coverage at the Naval War College since Lyman Kirkpatrick will no longer be on the faculty, and if we are to believe recent press releases hailing the plans of the new commandant who has already stated his intention to bring more management training into the curriculum.

4. The CIA students suggest that another objective should be included in the curricula, one that would bring about confidence in the capabilities and products of national intelligence. They state that a significant proportion of the military officers at the Colleges are hostile toward intelligence or tend to ignore it, in part because the intelligence annex to military staff studies is often an exercise in filling in blanks. Many officers have a negative attitude toward intelligence produced by the Services and by DIA, although those who have had contact with national intelligence appear to have a high regard for it. Unfortunately, this latter group seems to be in the minority. Finished intelligence is available in libraries at the Colleges, but relatively few students look at it. Several CIA students think the military students would get acquainted with national intelligence products only if they were required to do so as part of an exercise or study. They state that the normal viewpoint of students toward CIA is that provided by TV, the press, and magazines—of an invisible government.

5. Our investigation of the recent two months has not altered to any significant extent the proposals I made in my July paper. Given the experience of General Bennett, it is not readily apparent that changes in the curricula of the Colleges can be imposed from outside. We have had our representatives at the Defense Intelligence School, the Foreign Affairs Executive Seminar, and at the National War College take soundings on the

prospects for a joint DIA-INR syllabus on national intelligence. They believe it highly unlikely that the Office of Training can exert much influence in getting such a proposal underway. Their feeling is that this would best come from the highest levels of the Agency. We did not approach the INR; rather, we think it would be useful to have the subject of an intelligence syllabus for the senior schools put on the agenda of a USIB meeting.

6. Meanwhile, we can continue to do the several things now being done to bring more coverage on national intelligence to the student bodies of the Colleges: accept - and encourage - invitations to address the classes; brief the officers we send as students on their responsibilities to present the Agency's role in national intelligence thoroughly and objectively; offer assistance through consultations here or on the premises of the schools; and urge regular visits of students to Headquarters for first-hand acquaintance with the Agency's specialized activities.

The Agency can also provide various types of training material such as intelligence manuals, bibliographies, and the like. There is a market for such material but OTR is not itself in a position at this time to provide the manpower to produce the texts. We can provide copies of what we already have produced and can undertake the necessary updating. Beyond that, requirements would have to be met through other Agency sources.

Finally, OTR can increase the number of presentations of the JCS/DIA Orientation. Ordinarily we give two a year; we can give at least four, recognizing, however, the doubled burden on the Agency's top officials who participate.

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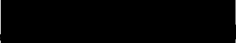
  
HUGH T. CUNNINGHAM  
Director of Training

Att

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EVALUATION BY CIA STUDENTS AND FACULTY REPRESENTATIVES OF  
COVERAGE OF TOPICS RELATED TO NATIONAL INTELLIGENCE AT SENIOR MILITARY COLLEGES  
1971-72 School Year

| Topic   | ICAF      | National   | Air        | Army       | Naval*     | AFSC      |
|---|-----------|------------|------------|------------|------------|-----------|
| I. Control of national intelligence structure | -         | -          | -          | Adequate   | -          | Good      |
| A. Public laws                                | -         | -          | -          | General    | -          | Good      |
| B. Congressional oversight                    | -         | General    | -          | General    | -          | Good      |
| C. NSC  | Mentioned | Excellent  | Good       | Good       | General    | Good      |
| 1. NSC Staff                                  | -         | Good       | General    | Good       | General    | Good      |
| 2. 40 Committee                               | -         | General    | General    | -          | General    | Good      |
| 3. Senior Review Group                        | -         | General    | General    | -          | General    | Good      |
| 4. NSC Intelligence Committee                 | -         | General    | -          | Mentioned  | -          | Good      |
| 5. Net Assessment Group                       | -         | General    | -          | -          | -          | Good      |
| D. OMB  | -         | Good       | -          | Brief      | General    | Adequate  |
| E. PFIAB                                      | -         | Mentioned  | Brief      | Inadequate | Mentioned  | Adequate  |
| F. DCI  | -         | Mentioned  | Good       | Adequate   | Mentioned  | Good      |
| 1. USIB and committees                        | -         | Excellent  | Good       | Inadequate | Good       | Good      |
| 2. IRAC                                       | -         | Mentioned  | -          | -          | -          | Good      |
| 3. Deputy for Intell Community                | -         | -          | -          | Mentioned  | -          | Good      |
| II. Capabilities of intell agencies           | -         | -          | -          | Adequate   | Inadequate | Mentioned |
| A. CIA  | -         | Excellent  | -          | Adequate   | -          | Mentioned |
| B. DoD agencies                               | -         | -          | -          | -          | -          | General   |
| 1. DIA  | -         | -          | -          | Adequate   | -          | General   |
| 2. NSA  | -         | Excellent  | Good       | Mentioned  | -          | General   |
| 3. Army, Navy, Air Force                      | -         | -          | Adequate   | Inadequate | -          | General   |
| 4. U&S Command J-2s                           | -         | -          | -          | Adequate   | -          | General   |
| C. State/INR                                  | -         | Mentioned  | -          | Adequate   | -          | Mentioned |
| D. FBI, AEC, Treasury                         | -         | Inadequate | -          | -          | -          | -         |
| III. Production of national intelligence      | Mentioned | Good       | -          | -          | -          | Adequate  |
| A. NIES                                       | Mentioned | Mentioned  | Brief      | Good       | Mentioned  | Adequate  |
| B. CIB, PDB                                   | -         | Mentioned  | -          | Inadequate | -          | Adequate  |
| C. NIS  | -         | Mentioned  | -          | Good       | -          | Adequate  |
| D. Indications intelligence                   | -         | Mentioned  | -          | Adequate   | -          | Adequate  |
| IV. Support given by each intell agency       | -         | Good       | Inadequate | -          | Good       | Mentioned |
| A. Planning and formulating policy            | -         | Good       | General    | Good       | Excellent  | Mentioned |
| B. Planning implementation of policy          | -         | Good       | -          | Good       | Good       | Mentioned |
| C. International negotiations                 | Complete  | Good       | Inadequate | Excellent  | Excellent  | Mentioned |
| D. Individual world areas                     | Good      | Excellent  | Inadequate | Excellent  | Excellent  | Mentioned |
| Number of CIA Respondents                     | 1         | 3          | 3          | 1          | 3          | 2         |

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\*Most topics were covered in a seminar on intelligence which was attended by 10% of the student body.